

9 January 1968

MEMORANDUM FOR: Mr. Bross

SUBJECT : Meeting with Andy Marshall, Rand Corporation

1. If you are going to be talking with Andy Marshall next week about the general possibility of Rand and the DCI/CIA working out an arrangement for consulting services, you may want to consider what Rand might do to assist us in TOD.

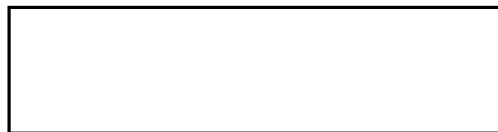
2. By late spring we should be finishing our first attempt to collate TOD information and report to the Principals on this effort. Hopefully we will also want to start then to generate the second call for submissions from the four major intelligence programs and that call might be issued in August or September. We hope to be in a position in connection with the second TOD cycle to revise our tables and instructions, including designing the tables more specifically for computer tabulation. Some substantive changes also may be desirable based on our experience in the first exercise.

3. I think it could be very useful if Rand were to review our initial effort. I conceive of their review as being made primarily from the point of view of methodology. The substantive significance of some of the relationships shown might conceivably be the subject for Rand analysis at a later date, but that possibility is not the focal point of this memorandum.

4. Rand historically has been a leader in research on program structure, methodology and analysis. As you know, Harry Rowen was the author of the initial TOD study memorandum sent to the DCI from BOB. As President of Rand he might be particularly interested in a project which involves the further refinement of his initial thinking.

5. The application of Rand expertise to the TOD could provide the DCI an additional degree of verification of the initial effort. This could be useful not only for the value of Rand's thinking expressed about the methodology but also could reinforce the central role and position of the DCI in continuing to carry on and improve the sophistication of the TOD effort.

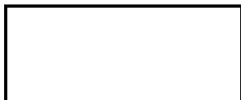
6. We may find it very important hereafter to distinguish between the DCI's community TOD and the efforts which are likely to be made by the individual program managers and perhaps for DOD as a whole through ASD/SA of the Pentagon's portion of TOD. While this may be unobjectionable, there is also the risk that these attempts may obscure or detract from the DCI's recapitulation. I think it should be our general objective to insure that the DCI's TOD is clearly recognized as the most complete and authoritative. In this connection the benefit of Rand's advice and their stature may stand us in good stead.



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